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**KLASTER – MODEL ZA
INTERREGIONALNO
POVEZIVANJE
KONTINENTALNIH
AGROTURISTIČKIH ODREDIŠTA**

**CLUSTER – MODEL FOR INTER-
REGIONAL LINKING OF
CONTINENTAL AGROTOURIST
DESTINATIONS**

SAŽETAK: Rad je fokusiran na testiranje potencijala agroturističkog klastera u tri susjedne kontinentalne turističke regije, kao preduvjet za njihovo interregionalno povezivanje u jedno agroturističko odredište. Rad uključuje tri bitne odrednice potencijala klastera: funkcijska, provedbena i snaga klastera, sukladno metodologiji Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, autora Güntera Scheera i Lucasa von Zallingera, modificiranoj prema specifičnosti agroturizma.

KLJUČNE RIJEČI: klaster, agroturističko odredište, interregionalnost, mogućnost agroturističkog klastera.

SUMMARY: The paper focuses on the exploration of potential of agrotourist cluster in three neighbouring continental tourist regions, as a precondition for their inter-regional linking into one agrotourist destination. The paper includes three essential elements of the cluster potential, which are: functional, implementational and power of the cluster, pursuant to the methodology of Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, by Günter Scheer, Lucas von Zallinger, adapted according to the specific features of agrotourism.

KEY WORDS: cluster, agrotourist destination, inter-regionality, potential of agrotourist cluster.

UVOD

Budući da kod određivanja turističkog odredišta prevladavaju prvenstveno tržišni kriteriji, ona nikako ne može ostati statično i autarkično područje unutar umjetnih barijera, kao što su državne granice. Temeljni kriteriji za određivanje turističkog odredišta agroturističkim odredištem su atraktivnosti unutar promatrane zone, njena homogenost ili heterogenost, broj posjetitelja i stupanj razvoja odredišta. Također, to je mjesto susreta i stvaranja socijalnih i ekonomskih odnosa različitih čimbenika. Nadalje, ona ovisi o kompatibilnosti prirodnog i povijesnog resursa, kao i o spremnosti turističkih i drugih gospodarskih subjekata koji djeluju u promatranom prostoru na kreiranje i provođenje zajedničke vizije. Vizija uključuje niz operativnih radnji. To su, prije svega, spremnost na usklađivanje zajedničkih standarda i uzanaca, želja za unapređenjem kvalitete i kontinuirano učenje, a sve u cilju formiranja zajedničkog prepoznatljivog brenda – agroturističkog odredišta. Zbog toga je prepoznatljivost brenda agroturizma u ukupnoj pozicioniranosti kontinentalnih turističkih odredišta izuzetna.

Rad testira stvarne potencijale agroturističkog klastera “Po Sutli i Žumberku”, kojeg čine turistički i drugi gospodarski subjekti u ruralnom, pograničnom prostoru, koji uključuje dvije županije u Republici Hrvatskoj (Krapinsko-zagorsku i Zagrebačku) i regiju Savinjsku u Republici Sloveniji, kao važan preduvjet pri stvaranju prepoznatljivog i pozicioniranog agroturističkog odredišta. Cilj ovog rada je utvrđivanje stupnja pripadnosti agroturističkom klasteru “Po Sutli i Žumberku” koji je detektirani nosilac razvoja agroturizma.

AGROTURISTIČKO ODREDIŠTE

Ne postoji jedinstvena, uniformirana definicija agroturizma, iako je do sada na kongresima o

INTRODUCTION

Since the tourist destination is prevailingly defined by market criteria, the definition cannot under any circumstances remain a static and autarchic area within artificial barriers, such as the state borders are. The basic criteria for defining the tourist destination by agrotourist destination are: attractions within the observed area; its homogeneity or heterogeneity, number of visitors and the stage of development of the destination. This is also the point for meeting and creating social and economic relations of various factors. Furthermore, it depends on the compatibility of the natural and historical resource, as well as on the attentiveness of tourist and other economic subjects active in the observed area to the creation and implementation of the common vision. The vision includes a series of operational activities. These primarily include the willingness to harmonize common standards and customs, the wish to improve quality and permanent learning, all with the aim of forming the common recognizable brand – agrotourist destination. This is why the recognizability of the agrotourist brand in the overall positioning of continental tourist destinations is enormous.

The paper tests the tangible potentials of the agrotourist cluster “Po Sutli i Žumberku” which consists of tourist and other economic subjects in the rural, border area which comprises two counties in the Republic of Croatia (Krapinsko-zagorska and Zagrebačka County) and the Savinjska region in the Republic of Slovenia, as an important precondition for creating a recognizable and well-positioned agrotourist destination. The purpose of this paper is to determine the level of affiliation with agrotourist cluster “Po Sutli i Žumberku”, which is the identified bearer of agrotourist development.

AGROTOURIST DESTINATION

There is no unvarying, uniform definition of agrotourism, although this topic was addressed in

turizmu u ruralnom prostoru (jedan svjetski, dva europska) dotaknuta ta tema s pokušajima da se definicije konačno unificiraju i standardiziraju. Još uvijek u javnosti postoji miješanje pojmova agroturizma i ruralnog turizma. Hrvatska stručna javnost (Kušen, 2006, Hajdaš Dončić, 2006, Baćac, 2007.) napravila je distinkciju između tih pojmova. Tako za ruralni turizam možemo reći da je to širi pojam koji označava svaku turističku aktivnost unutar ruralnih područja, odnosno obuhvaća različite vidove turizma (lovni, ribolovni, turizam u parkovima prirode, zimski, seoski, ekoturizam, zdravstveni, kulturni). Ruralni turizam ne mora stvarati dodatni prihod, već može biti i profesionalna djelatnost. Agroturizam je nešto uži pojam od ruralnog turizma, a istovremeno širi pojam od turizma na poljoprivrednom domaćinstvu (seoskom gospodarstvu) i vezan je uz ambijent sela i njegove uže okolice te sve njegove aktivnosti (poljoprivreda, manifestacije, gastronomija, folklor, etnologija, stari obrti i ostale gospodarske aktivnost).

Agroturizam se temelji na krajobrazu, tradiciji i obitelji, iz čega nastaje kompletan i konkurentan turistički proizvod. U okviru agroturizma moguće je ponuditi široki spektar turističkih usluga: od klasičnih, kao što su odmor i spavanje na gospodarstvu, ugostiteljske usluge, prema specifičnim, kao što su jahanje i vožnja kočijom, rad na gospodarstvu, upoznavanje djece s prirodom i životinjama, poduka iz tradicijskih zanata itd. Ključno je za uspjeh jednog takvog turističkog proizvoda njegova posebnost i prepoznatljivost u odnosu na konkurenciju.

Agroturističko odredište može se definirati prema različitim parametrima. Bazični kriteriji za definiranje odredišta su atraktivnosti unutar promatrane zone, njena homogenost ili heterogenost, broj posjetitelja i stupanj razvoja turističkog odredišta. Ako je struktura odredišta takva da se njegove fundamentalne komponente kreću oko samo jednog elementa, onda je ona relativno homogena, a ako su njene karakteristike

the past at the tourist congresses on rural areas (one global, two European), with the attempt to finally unify and standardize the definitions. However, the public still mixes up the terms agrotourism and rural tourism. The Croatian qualified public (Kušen 2006, Hajdaš Dončić 2006, Baćac 2007) has made the distinction between these two terms. Therefore, the rural tourism is said to be a wider term which denotes any tourist activity within the rural areas, i.e. it encompasses various types of tourism (gaming, fishing, tourism in nature parks, winter tourism, rural tourism, ecotourism, health and cultural tourism). The rural tourism does not necessarily create added income, but it may be a professional activity. Agrotourism is somewhat narrower term than rural tourism, but simultaneously a broader term than tourism on an agricultural farm (village-farm) and it is related to the ambiance of a village and its nearby surroundings, as well as all of its activities (agriculture, events, gastronomy, folk art, ethnology, old crafts and other economic activities).

Agrotourism is based on the landscape, tradition and family, which all together makes a comprehensive and competitive tourist product. It is possible to offer a wide spectrum of tourist services within agrotourism, including the classical ones such as leisure and accommodation on a farm, hospitality services, but also the specific ones such as horseback riding and driving in a carriage, work on the farm, familiarizing children with nature and animals, training in traditional crafts etc. The key for the success of such a tourist product is its uniqueness and recognizability as compared to the competition.

The agrotourist destination may be defined according to various parameters. The basic criteria for defining the destination are: attractions within the observed area; its homogeneity or heterogeneity, number of visitors and the stage of development of the destination. If the structure of the destination is such that its fundamental components revolve solely around one element, then it is relatively homogenous, whereas if its features are diversified, but still complementary

različite, ali ipak komplementarne oko osnovnih dijelova, tada za odredište kažemo da je heterogeno.

Stupanj atraktivnosti također je bitan kriterij prema kojemu su odredišta podijeljena. Koncept kumulativnog pristupa i prezentiranja više atraktivnosti, misleći pritom na vinotočja, na usluge *bed&breakfest*, ili *bike&breakfest* u jednom odredištu, tržišno je bolji od pretendiranja samo jedne atraktivnosti, zbog mogućnosti privlačenja većeg broja različitih turističkih skupina.

Većini odredišta, koja se želi pozicionirati kao agroturistička, ipak ostaje problem izbora modela za svoj razvoj u organskom mijenjanju u vremenu i prostoru s inkorporirajućim elementima koji čine turističku ponudu, ili drugim riječima, kako pronaći put za “evoluciju agroturističkog odredišta”?*

KLASTER KAO MODEL POZICIONIRANJA ODREDIŠTA

Klaster

Postoje različite definicije klastera (Porter, 2000, Moran, 2001, Horvat, 2004.), no zajedničko im je da potpomažu razvoj odnosa među tvrtkama, stvarajući mogućnosti kreiranja kritične mase, smanjenja troškova, poboljšanja produktivnosti, diobe ljudskih i fizičkih resursa, informacija, znanja i tehničke stručnosti. Oni mogu vršiti i pritisak za poboljšanje institucionalnog okvira i bolje javne infrastrukture. Konkurencija je ovdje ključna, delikatna mješavina rivalstva i suradnje, a temeljne vrijednosti su povjerenje, timski duh, transparentnost i suradnja, čak i među konkurentima. Tvrtke surađuju u pojedinim područjima i njihova suradnja reducira transakcijske troškove i povećava dalju kompetitivnost. Atmosfera klastera je također

with the basic parts, then the destination is said to be heterogeneous.

The level of attractiveness is also an essential criterion used for dividing destinations. The concept of cumulative approach and presentation of more attractions, thereby implying sine-shops, bed & breakfast services, or bike & breakfast services in one destination, is better market-wise than presenting solely one attraction, due to the possibility of attracting larger number of different tourist groups.

Most destinations that wish to position themselves as agrotourist destinations are still faced with a problem of choosing the model for their development in the organic changing in time and space with incorporating elements that make up the tourist offer, or, in other words, how to find the path for the “evolution of agrotourist destination”?*

CLUSTER AS A MODEL OF POSITIONING THE DESTINATION

Cluster

There are various definitions of the cluster (Porter 2000, Moran 2001, Horvat 2004) but what they all have in common is that they support the development of the relations between the companies, by creating the possibilities of creating the critical mass, cost reduction, productivity improvement, allocation of human and physical resources, information, knowledge and technical expertise. They may also put pressure aimed at the improvement of institutional framework and better public infrastructure. The competition is here of key importance, a delicate mixture of rivalry and cooperation, and the fundamental values include: trust, teamwork, transparency and cooperation,

* R. Butler, *Modelling tourism development, Evolution growth and decline; Tourism, Development and Growth*. S. Wahab, J. Pigram, Routledge, 2000, str. 109-123.

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kooperativna, ali će se kooperacija nadmoćno javiti na vertikalnoj liniji uključujući kompanije s različitim ali komplementarnim sposobnostima, koje će obaviti komplementarne aktivnosti. Razlog zašto konkurencija i suradnja mogu egzistirati jedna uz drugu je što se one pojavljuju u različitim dimenzijama i među različitim akterima (Poter, 1998.). Ovo supostojanje konkurencije i suradnje zapravo je dinamičnost samog klastera.

Koncepcija klastera je visoko instrumentalna kod poticanja malog i srednjeg poduzetništva na različitim razinama i zato može pomoći u sprečavanju socijalne i ekonomske isključivosti. U regionalnom razvoju hrvatska je ekonomija usmjerena na regionalnu otvorenost. Osnovni cilj poslovanja kod apliciranja modela klastera je spajanje tehnologije i poslovanja malih i srednjih poduzeća dviju ili više regija iz nekoliko zemalja unutar njihovih osnovnih djelatnosti i potpora razvoju u sferi koja koristi veze, tehnologije i investicije druge regije. Od vitalne je važnosti operacionalizirati taj model u turističkoj industriji, stvarajući formaciju turističkih proizvoda.

Agroturistički klaster

Nema univerzalnoga strategijskoga recepta pristupu razvoja agroturističkog klastera, koji već postoji i koji se može primijeniti. Ne postoje pravila u procesu povezivanja turističkih i drugih subjekata u agroturistički klaster. Da model klastera postane operativan, poduzetnici u ruralnom prostoru moraju razviti sustav koji je strukturiran, a uključuje planiranje, provođenje, motivaciju i ocjenjivanje. Prema metodologiji identifikacije klastera, korištenoj u Republici Sloveniji (Dermastia, 2002), sljedeće aktivnosti su nužne za formiranje klastera agroturizma:

1. Mapiranje – identifikacija prostorne koncentracije u ruralnom prostoru promatrane regije i susjednih zemalja, determiniranje ključnih dionika po regiji i subregiji te njihovo logičko grupiranje (po kompatibilnim sadržajima i veličini);

even between the competitors. The companies cooperate in certain areas and their cooperation reduces transaction costs and increases further competitiveness. The cluster atmosphere is also cooperative, but the cooperation will superiorly appear in the vertical line, including the companies of diverse but complementary abilities that will perform corresponding activities. The reason why competitiveness and cooperation may exist next to each other is because they appear in unrelated dimensions and between various participants (Poter, 1998). This co-existence of competition and cooperation is actually the dynamics of the cluster itself.

The concept of cluster is highly instrumental in stimulating small and media entrepreneurship on various levels and this is why it may help in the prevention of social and economic exclusion. In regional development, the Croatian economy is focused on regional openness. In the case of applying the cluster model, the basic goals of doing business is amalgamating technology and the business of small and medium companies from two or more regions from several countries, which share the basic activities, and support to development in the sphere that uses connections, technologies, and investments of the other region. It is of vital importance to operationalize this model in the tourist industry, by creating a formation of tourist products.

Agrotourist cluster

There is no universal strategic recipe to the approach in the development of an agrotourist cluster which already exists and which may be applied. There are no rules in the process of connecting tourist and other entities into an agrotourist cluster. In order for the cluster model to become operational, the entrepreneurs in the rural area must develop a system which is structured, and which includes planning, implementation, motivation and evaluation. According to the methodology of cluster identification used in the Republic of Slovenia

2. Identifikacija veza između subjekata agroturizma i drugih komplementarnih sudionika (identifikacija veza između poduzetnika, potpornih institucija i organizacija);

3. Identifikacija potencijalnih članova klastera uz anketu koja determinira kvalitetu agroturizma i njegov klaster potencijal.

Uspješan agroturistički klaster kontribuirao u reduciranju troškova promocije i rezervacijskog sustava, poboljšava performanse prepoznatljivosti na turističkom tržištu, razinu prihvatljivosti i zajedničkog standarda i popravljao kvalitetu turističkoga proizvoda. Dosadašnji je razvoj klastera u ruralnom prostoru zapažen kao legalna inicijativa organskog razvoja već postojećih subjekata, kao na primjer u Italiji, gdje je i potpomognut od javnog sektora kroz razvojne agencije, turističke zajednice ili komore. Važno je primjenjivati *bottom-up* razvojni pristup s lokalne razine kao dobar stimulacijski alat za razvijanje lokalnog i regionalnog turističkog razvoja i kreiranja poduzetničkog okruženja. To bi trebao biti slučaj i u ruralnom turizmu, s posebnim osvrtnom na agroturizam, u svrhu jačanja njegove prepoznatljivosti. Lokalne razvojne inicijative trebale bi biti potpomognute posebnim dotacijama i s nacionalne i s regionalne razine, uz jasnu pretpostavku postojanja sustava. Stoga valja zaključiti da razvoj agroturističkog klastera uključuje zapravo oba pristupa, i *bottom-up* i *top-down*. Takvim pristupom klasteru mikro, mali i srednji turistički subjekti postaju generatori turističkog razvoja regije. Primjena takvoga modela u ruralnom turizmu, koji ima refleksije i na interregionalnost, zahtijeva niz kratkoročnih i dugoročnih mjera s nacionalne i regionalne razine. Razvoj turističkog klastera prije svega zahtijeva formiranje radne grupe i implementiranje čitavoga niza aktivnosti kojima je cilj razvoj klastera baziranog na organizacijskom učenju, analizi potencijalnih područja razvitaka klastera, dizajniranja pilot projekta klastera i ultimativnog stvaranja sistemskog pristupa koji omogućuje njegov razvoj.

(Dermastia, 2002), the following activities are essential for the formation of the agrotourist cluster.

1. Mapping – identification of the spatial concentration in the rural area of the observed region and neighbouring countries, determining key participants in the region and sub-region and their logical grouping (according to the compatible content and size);

2. Identification of connections between the agrotourist subjects and other complementary participants (identification of connections between the entrepreneurs, support institutions and organizations);

3. Identification of potential cluster members in a survey that determines the quality of agrotourism and its cluster potential.

A successful agrotourist cluster contributes to the reduction of promotional costs and reservation system, improves performance of recognizability in the tourist market, level of acceptability and common standard and it also improves the quality of the tourist product. Past development of the cluster in the rural area was noticed as a lawful initiative of organic growth of the already existing subjects, like for example in Italy, where it is also supported by the public sector, either through the developmental agencies, tourist boards or chambers. It is important to apply the bottom-up developmental approach from the local level as a fine stimulation tool for the development of the local and regional tourist development and creating the entrepreneurial environment. This should also be the case in rural tourism with special reference on agrotourism for the purpose of strengthening its recognizability. The local developmental initiatives should be supported by special subsidies, both from the national and regional level, with a clear assumption that there is a system in place. Therefore, it should be concluded that the development of the agrotourist cluster actually includes two approaches, both the “bottom-up” and “top-down” approach. With such an approach to cluster, micro, small and

Postoje tendencije da se agroturistički klaster razvije organski, ali regionalne i nacionalna razina imaju ulogu potpore u njegovoj početnoj fazi. U prvom koraku stvaranja klastera važno je educirati članove klastera da rade zajedno, tj. da surađuju. Klaster program mora biti baziran na regionalnoj turističkoj analizi, identifikaciji kroz pripremu u odnosu na participante u klasteru te infrastrukturnoj potpori razvoju (unapređenje kvalitete i marketing). Stvaranje visoko kvalitetnog turističkog proizvoda fundamentalni je element agroturističkog odredišta i prepoznat je kao bazičan čimbenik centripetalne sile kroz turističku potražnju. To je od krucijalne važnosti u izgradnji konkurentskih prednosti za kontinentalno odredište. Kreiranje i razvoj turističkog klastera također predstavlja proaktivan pristup problemu međusobno povezanih ekonomskih resursa (tradicijski obrti, poljoprivreda, promet, usluge) i turističke ponude. To znači jačanje uloge malog i srednjeg poduzetništva u oblikovanju i stvaranju turističkog proizvoda s aspekta destinacijske turističke ponude, koja ujedno i pojačava važnost kreiranja parcijalnih turističkih proizvoda, kao što su npr. domaća, zdrava i ekološka hrana i piće, tradicionalan način pripreme hrane i pića, tradicijski obrti i slično. To referira na zasebne proizvode klastera ekskluzivne ili donekle ekskluzivne namjene za turizam.

Stoga je važno za prepoznatljivost agroturističkog odredišta kreiranje klastera kao vitalnog segmenta unutar regionalne ekonomije.

Uvjeti za pozicioniranje agroturističkog klastera kao jednog od generatora gospodarskog razvoja regije

Potencijalna kontribucija modela klastera razvoja agroturizma u Republici Hrvatskoj treba biti prepoznata i na nacionalnoj i na regionalnoj razini. Takav model potpomaže regionalnom razvitku i porastu konkurentnosti potpomažući zajedničke aktivnosti, prije svega promotivno-marketingškog karaktera u agroturizmu, pogotovo što se tiče uporabe informacijskih tehnologija i

medium tourist entities develop into generators of the regional tourist development. The application of such a model in rural tourism, which also reflects on inter-regionality, requires a series of short-term and long-term measures from both national and regional levels. The development of the tourist cluster primarily requires the formation of a task group and implementation of a series of activities aimed at the development of a cluster based on organizational learning, analysis of potential areas of cluster developments, design of cluster pilot projects and ultimate creation of the systematic approach which enables its development.

There are tendencies to develop agrotourist cluster organically, but the regional and national levels play the supporting role in its initial phase. In the first step of cluster creation, it is important to educate the cluster members to work together, i.e. to cooperate. The cluster program must be based on the regional tourist analysis, identification through preparation in relation to the participants in the cluster, and the infrastructural support to development (quality improvement and marketing). The creation of a high-quality tourist product is a fundamental element of agrotourist destination and it was recognized as the basic factor of the centripetal force through the tourist demand. This is of crucial importance in building competitive advantages for a continental destination. The creation and development of the tourist cluster also represents a proactive approach to the problem of inter-connected economic resources (traditional crafts, agriculture, traffic, services) and the tourist offer. This means the strengthening of the role of small and medium entrepreneurship in the shaping and creating of a tourist product from the aspect of the destination tourist offer, which at the same time increases the importance of the creation of partial tourist products, such as for example the domestic, healthy and eco-food and beverages, traditional ways of preparing food and beverages, traditional crafts and alike. This refers to separate cluster products of exclusive or somewhat exclusive purpose for tourism.

sustava rezervacija. Za agroturistički klaster nužno je da efikasno performira zahtjeve turističkih i drugih subjekata i visoku razinu inovacija u IT i drugoj infrastrukturi. Ne zaboravimo da kompetentni ljudski resurs ima ključnu ulogu.

U takvim okolnostima primarne razvojne mogućnosti modela klastera agroturizma imaju korišćene u mogućnostima da članovi klastera kontinuirano uče, kreiraju adekvatno interno znanje u stvaranju održivih konkurentnih aktivnosti u ruralnom prostoru.

Politika klastera stoga mora uključivati tri cilja. Prvi je ohrabrivati kooperaciju i umreženost između poduzetnika koji već djeluju u prostoru, s ciljem potpomaganja individualnih ili zajedničkih partnerstva u različitim poljima poslovanja (npr. pružatelje smještajnih usluga, s tradicionalnim obrtima).

Drugo je promovirati razvoj klastera kroz povećane investicije i fizičku infrastrukturu u ruralnom prostoru, što je prioritetan zadatak nacionalne i regionalne uprave.

Treće je potpora stvaranju klastera u praksi. Kod kreiranja pilot projekta klastera, svakako treba voditi računa o tri bitne karakteristike. To su:

a) Važnost dizajniranja klastera

Politika klastera nije samo ekonomska politika već je i socio-kulturna politika. To zahtijeva prije svega otvoreni pristup kod osnivanja klastera. Osnivači klastera moraju imati čistu viziju o ciljevima klastera i direkcijama kako će se klaster razvijati. Prije svega, to je neophodno iz financijskih razloga koji moraju biti alocirani u projekt.

b) Razmjena znanja na terenu

Ključna točka u dizajniranju politike razvoja klastera je izmjena iskustava među članicama klastera u cilju postizanja dugogodišnjih odnosa između članica klastera. Teorija bez prakse nikada nije efikasna.

c) Detektiranje lidera, tj. nosioca, razvoja klastera

Ljudski čimbenik je ključni element uspješnosti

Therefore the creation of a cluster, as a vital segment within the regional economy, is important for the recognizability of agrotourist destination.

Conditions for positioning the agrotourist cluster as one of the generators of regional economic development

The potential contribution of cluster model in the development of agrotourism in the Republic of Croatia must be recognized both on the national and regional level. Such a model supports regional development and growth of competitiveness by supporting common activities, primarily those of promotional-marketing character in agrotourism, particularly in terms of using the information technologies and reservation systems. It is essential for agrotourist cluster to efficiently perform the requests of the tourist and other entities, as well as the high level of innovation in IT and other infrastructure. Let us not forget that the capable human resource plays a crucial role.

In such circumstances, the primary developmental possibilities of the agrotourist cluster model are rooted in the possibilities for the cluster members to learn permanently, to create adequate internal knowledge in the creation of sustainable competitive activities in the rural area.

Therefore, the cluster policy must include three goals. The first one is to encourage cooperation and networking between the entrepreneurs who are already active in the area with the aim of supporting individual or joint partnerships in various fields of business (for example, providers of accommodation services with traditional crafts).

The second one is to promote development of the cluster through increased investments and physical infrastructure in the rural area, which is the main concern of the national and regional administration.

The third is the support to the creation of clusters in practice. In the creation of the cluster pilot project, one should take account of three essential features. These are:

klastera. Važno je prepoznati osobe unutar klastera koje imaju entuzijazma i koje su spremne slijediti lidere.

d) *Postojanje regionalnih razvojnih planova*
Krapinsko-zagorska, Zagrebačka županija i regija Savinjska u Republici Sloveniji u svojim regionalnim operativnim planovima naglasile su značenje svih oblika ruralnog turizma, kao jednog od ključnih segmenata regionalne ekonomije. Iz toga gledišta ključno je razviti sustav istraživanja potencijala klastera u agroturizmu, kao vodič za regionalnu razvojnu politiku.

Regionalni operativni planovi spomenutih entiteta (Polić, 2006.) koji uključuju potpore klasterima sastoje se od:

- ☞ razumijevanja i benchmarkinga regionalne ekonomije;
- ☞ sudjelovanja poduzetnika i institucija;
- ☞ organiziranja i isporuka usluga;
- ☞ izgrađivanja educirane radne snage;
- ☞ alokacije izvora i investicija;
- ☞ stimulacije inovacija i poduzetništva u ruralnom prostoru.

METODOLOGIJA

Kako bi testirali potencijal klastera agroturizma “Po Sutli i Žumberku”, koji uključuje područja Krapinsko-zagorske i Zagrebačke županije, kao i prostor Savinjske regije u Republici Sloveniji uz granicu s rijekom Sutlom, istraživanje smo proveli anketirajući 54 članova udruge klastera. Uzorak je činilo 28 agroturističkih obiteljskih gospodarstava, 8 restorana i pansiona, 10 tradicijskih obrta i zanata (lončari, staklopuhači, staklobrusači, licitari i medičari, proizvođači voćnih rakija, suvenira i nakita), 3 tvrtke proizvođača hrane i pića (proizvodnja autohtone hrane kontroliranog porijekla, proizvodnja mesnih proizvoda i proizvodnja ljekovitog bilja), 1 turistička agencija, 1 turistička srednja škola, 3 udruge koje promiču

a) *Importance of the cluster design*

The cluster policy is not solely an economic policy but also a socio-cultural policy. This primarily requires an open approach in the creation of the cluster. The cluster founders must have a clear vision about the goals of the cluster and the directions in which the cluster will develop. First of all, this is essential due to financial reasons which must be allocated to the project.

b) *On-field knowledge exchange*

The key point in the design of the cluster developmental policy is the exchange of experiences between the cluster members with a goal of achieving a long-term relationship between the cluster members. The theory without practice is never efficient.

c) *Detecting the leader, i.e. bearer of the cluster development*

The human factor is the key element of the cluster's success. It is important to identify the persons within the cluster who have enthusiasm and who are prepared to follow the leaders.

d) *The regional developmental plans in place*

Krapinsko-zagorska, Zagrebačka County and the Savinjska region in the Republic of Slovenia have emphasized in their regional operational plans the importance of all forms of rural tourism, as one of the key segments of regional economy. From that point of view, it is crucial to develop the system of exploration to determine the cluster potential in agrotourism as a guide for the regional developmental policy.

The regional operational plans of the mentioned entities (Polić 2006) which include support to the clusters consist of:

- ☞ understanding and benchmarking of regional economy;
- ☞ participation of entrepreneurs and institutions;
- ☞ organizing and delivery of services;
- ☞ building an educated workforce;
- ☞ allocation of resources and investments,

sport, rekreaciju, tradicijske običaje i kuhinju te 3 konzultantske tvrtke koje se bave razvojem inovativnih turističkih proizvoda u ruralnom prostoru, informatikom i poslovnim i marketinškim savjetovanjem.

Anketna pitanja podijeljena su u tri dimenzije od kojih se svaka sastoji od po pet čimbenika. Te tri dimenzije su snaga klastera, provedbena snaga i funkcijska snaga.

Snaga klastera odnosi se na zajedničku konkurentnost potencijalnih članica klastera te poslovnu moć klastera (kritična masa). Provedbena snaga odnosi se na sposobnost samoorganiziranja klastera. Funkcijska snaga odnosi se na provjeru u kojoj mjeri postoje preduvjeti za ispunjenje bitnih funkcija klastera.

Zadovoljavajući rezultati u sve tri dimenzije uvjet su za uspješno funkcioniranje klastera, a budući da je razvoj agroturizma jedan od bitnih strateških čimbenika razvoja županija i pograničnog područja Republike Slovenije, rezultati ankete bit će korišteni i u svrhu operativnog definiranja razvojnih politika i mjera županija u tom sektoru.

Kako bi se ispitali potencijali udruživanja obiteljskih poljoprivrednih poduzeća, obrta i d.o.o.-a s područja Krapinsko-zagorske županije i Zagrebačke županije, koji se jednim dijelom svoga poslovanja bave i pružanjem turističkih usluga, a temeljem anketnih pitanja gdje su ocjene davane u skali od 1 do 10 (1 – najslabije, 5 – osrednje, 10 – izvanredno), testiran je njihov klaster-potencijal.

Pritom je korišten model i anketa iz priručnika za praksu *Cluster Management*, Dio B: Alati, izrađenog u okviru programa “Poticanje gospodarstva i zapošljavanja” Ministarstva gospodarstva rada i poduzetništva Republike Hrvatske i *Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH*, autora Güntera Scheera i Lucasa von Zallingera.

Podaci koji se dobivaju korištenjem spomenutog modela omogućavaju izvođenje kompleksnih analiza klastera koje izravno odgovaraju na tri

☞ stimulating innovation and entrepreneurship in the rural area.

METHODOLOGY

In order to test the potential of the agrotourist cluster “Po Sutli i Žumberku”, which includes the areas of the Krapinsko-zagorska and Zagrebačka County, as well as the area of Savinjska region in the Republic of Slovenia along the border with the Sutla river, the research was done by conducting a survey among 54 members of the cluster association. The sample consisted of: 28 agrotourist family farms, 8 restaurants and B&Bs, 10 traditional crafts and trades (potters, glass-blowers, glass-cutters, mead and gingerbread makers, producers of fruit brandy, souvenirs and jewellery), 3 companies that produce food and beverage (production of autochthonous food of controlled origin, production of meat products and production of medicinal herbs), 1 tourist agency, 1 tourist high school, 3 associations that promote sports, recreation, traditional customs and cuisine and 3 consultancy firms which deal with the development of innovative tourist products in the rural area, IT, and business and marketing consultancy.

The survey questions were divided in three dimensions, each of which consists of five factors. These three dimensions are: power of the cluster, implementational power and functional power.

The power of the cluster relates the joint competitiveness of the potential cluster members and the business power of the cluster (critical mass). Implementational power relates to the ability of cluster's self-organization. The functional power relates to checking the level to which the preconditions are met for the fulfilment of the fundamental cluster functions.

Satisfying results in all three dimensions are a requirement for successful functioning of a cluster, and since the development of agrotourism

temeljna pitanja: funkcionalna, financijska i provedbena snaga klastera, kao preduvjete za interregionalno povezivanje kontinentalnih odredišta. Rad je rađen na primjeru Krapinsko-zagorske županije, Zagrebačke županije i regije Savinjska u Republici Sloveniji.

Vidi: Rezultati ankete (str. 111-115) i Slika 1 (str. 116)

ZAKLJUČAK

Rezultati ankete upućuju da su snaga klastera i provedbena snaga klastera prosječne dok je funkcijska snaga klastera, odnosno postojanje preduvjeta za ispunjenje bitnih funkcija klastera, znatno ispod prosjeka. Posebno su kritična četiri čimbenika: vanjsko povezivanje, usmjerenost na kvalitetu, lokacijski marketing i usmjerenost na inovacije. Kako bi poboljšali funkcijsku snagu klastera agroturizma u promatranim županijama, prioritetne bi bile sljedeće aktivnosti i ciljevi. Prvo, to je uspostava sustava standarda proizvoda i usluga u agroturizmu te kontinuirana profesionalna kontrola kvalitete koja uključuje certificiranje subjekata. Nadalje, potrebno je uvesti integrirano upravljanje kvalitetom kroz okomito umrežavanje standarda i kontrolu. Treća aktivnost je povezivanje klastera agroturizma s institucijama izvan klastera (banke, fakulteti, ministarstva) te strateško povezivanje s relevantnim i referentnim inozemnim klasterom koji već postoji. Četvrta aktivnost je formiranje i angažiranje profesionalnoga marketinškog tima koji bi radio na promociji proizvoda i usluga, kako pojedinih članica klastera, tako i klastera u cjelini. Peta aktivnost je razvoj inovativne turističke ponude i robne marke (brenda). Konačni cilj je poboljšanje imidža regije kao agroturističkog odredišta.

is one of the essential strategic factors of development of the counties and border-area of the Republic of Slovenia, the results of the survey will also be used for the purpose of operational defining of developmental policies and measures of the counties in that sector.

In order to examine the potentials of associating family agricultural corporations, crafts and LLCs in the area of Krapinsko-zagorska county and Zagrebačka county which in one part of their business deal with the provision of tourist services, and based on the survey questions with grades in the scale from 1 to 10 (1 – lowest, 5 – average, 10 – exceptional), their cluster potential was tested.

For this, a model and a survey from the Practice Manual Cluster Management Part B: Tools, which was drafted within the program “Incentives in Economy and Employment” of the Ministry of Economy, Labour and Entrepreneurship of the Republic of Croatia and Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, by Günter Scheer, Lucas von Zallinger, were used.

The data obtained by applying this model enable the performance of complex cluster analyses which directly answer the three fundamental questions: functional, financial and implementational power of the cluster, as preconditions for inter-regional connection of the continental destinations. The paper was drawn up on the case of Krapinsko-zagorska County, Zagrebačka County and the Savinjska region in the Republic of Slovenia.

See: Survey results (pp. 111-115) and Figure 1 (p. 116)

CONCLUSION

The survey results indicate that the power of the cluster and implementational power of the cluster are average, while the functional power of the cluster, i.e. the existence of preconditions for the fulfilment of essential functions of the cluster, is

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significantly below the average. Four factors are particularly critical: external linking, orientation to quality, location marketing and orientation to innovations. In order to improve the functional power of the agrotourist cluster in the observed counties, the following activities and goals would have priority. First of all, this implies setting up the system of standards of products and services in agrotourism and permanent professional quality control which includes certification of entities. Furthermore, it is required to introduce the integrated quality management through vertical networking of standards and the control. Third activity is linking the agrotourist cluster with the institutions outside of the cluster (banks, faculties, ministries) and strategic linking with a relevant foreign cluster of reference that already exists. The fourth activity is forming and engaging a professional marketing team which would work on the promotion of products and services, both for the individual cluster members and the cluster in whole. The fifth activity is the development of the innovative tourist offer and the brand. The final goal is to improve the image of the region as an agrotourist destination.

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REZULTATI ANKETE SURVEY RESULTS	
	Ocjena / EVALUATION
SNAGA KLASTERA / CLUSTER STRENGTH	4,82
A. TRŽIŠNA SNAGA KLASTERA / MARKET CLUSTER STRENGTH	4,82
1. Nudi li klaster prema budućnosti usmjerenu i kompleksnu skupinu proizvoda s vrlo dobrim tržišnim mogućnostima, brojnim razvojnim potencijalima? Does the cluster offer a future oriented and complex group of products with very good market options with and a large number of development potential?	8,00
2. Razina i potpunost tehnoloških, proizvodnih i organizacijskih temeljnih kompetencija duž lanca stvaranja novih vrijednosti. Level and completeness of technological, production and organisational basic competencies in the chain of making new values.	4,00
3. Postoje li jasno prepoznatljivi komplementarni potencijali OPG-a koja su potencijalni članovi klastera? Do clearly recognisable and complementary potentials of family farmers that are the members of clusters exist?	5,00
B. VODEĆA OPG - PODUZEĆA / LEADING FAMILY FARMERS - COMPANIES	5,50
1. Broj i kvaliteta (tržište, tehnologija, znanje, kvalifikacija, kapital / sposobnost generiranja prihoda) vodećih OPG-a / poduzeća koja pružaju različite turističke proizvode, što unutar klastera mogu preuzeti važne vodeće funkcije. Number and quality (market, technology, knowledge, qualification, capital / the competence of generating revenue) of leading family farmers / companies that provide different tourist products and can within the cluster carry out important leading functions.	6,00
2. Unose li vodeća OPG u klaster svoja iskustva s domaćim i međunarodnim posjetiteljima, iskustva s turističkim agencijama, jasne predodžbe o ciljevima i kooperacijskoj problematici, spremnost na suradnju i visoki prioritet za projekt klastera? Do leading family farmers enter to the cluster some of their experiences with domestic and foreign visitors, experiences with touristic agencies, clear concepts of goals and aims and cooperation problems, cooperation readiness and high priority for cluster project?	5,00
C. PROIZVOĐAČI I SRODNE GRANE / PRODUCERS AND RELATED BRANCHES	4,29
1. Broj i kvaliteta (tržište, tehnologija, znanje – kvalifikacija, kapital / sposobnost generiranja prihoda) OPG-a u prethodnim i nastavnim segmentima lanca stvaranja novih vrijednosti, kao i u srodnim gospodarskim granama. Number and quality (market, technology, knowledge, qualification, capital / the competence of generating revenue) of family farmers in former and future segments in the chain of making new values as well as in related market branches.	4,00
2. Ravnoteža među vodećim OPG-ima i proizvođačima proizvoda za konzumaciju na OPG-ima. The balance between leading family farmers and producers of products for consummation on family farms.	3,00
3. Signifikantan udio u prometu unutar klastera. Significant share within the cluster transactions.	5,00

4. Dovoljan broj sličnih očekivanja i ciljeva. Satisfactory number of similar expectations and aims.	3,00
5. Prostorna blizina lokaciji. Capacious closeness to the location.	6,00
6. Učinkovitost i ekonomičnost mreža i veza s OPG-ima. Efficiency and network economy and relation to the family farmers.	3,00
7. Inovacijski potencijali kao rezultat blizine drugim klasterima, odnosno gospodarskim strukturama sličnim klasterima. Innovation potentials as a result of closeness to other clusters or entities like clusters.	6,00
D. KOMPLEMENTARNE USLUŽNE USTANOVE I INFRASTRUKTURE / COMPLEMENTARY SERVICE INSTITUTIONS AND INFRASTRUCTURES	3,67
1. Postoji li dovoljno komplementarnih, visoko kvalitetnih ustanova koje su bliske OPG-u i povezane s klasterima (osobito u područjima istraživanja, razvitka, savjetovanja, kvalificiranja, kontrole kvalitete, transfera informacija, posredovanja kod agencija, internacionalizacije)? Are there enough of complementary, high quality institutions that are close to family farmers and tied with clusters (especially in the fields: research, development, counselling, qualifying, quality control, information transfer, agency procurement, internationalization)?	3,00
2. Je li usmjerenost ovih ustanova na usluge i kvalitetu jasno izražena na međunarodnoj razini? Is the directionality of this institutions on services and quality clearly visible and on international level?	3,00
3. Postoji li u regiji inovacijska i za poduzetnike povoljna klima? Is there an innovation and entrepreneur favourable climate in the region?	5,00
E. REGIONALNO POVEZIVANJE / REGIONAL CONNECTION	5,00
1. Geografska blizina OPG-a koji su članovi klastera i ustanova relevantnih za klaster. Geographical closeness to family farmers that are the members of a cluster and institutions important for clusters.	7,00
2. Postojanje prostornih jezgri, odnosno podklastera koji jedan od drugog imaju korist. Existence of area cores or sub clusters that benefit one another.	3,00

PROVEDBENA SNAGA / IMPLEMENTING STRENGTH **5,67**

A. JASNA KORIST / CLEAR BENEFIT **6,67**

1. Je li za OPG te za davatelje usluga i infrastrukture jasno vidljiva korist od sudjelovanja u razvitku klastera? Is for the family farmers and service and infrastructure providers clearly visible benefit from participating in cluster development?	6,00
2. Može li se u korist od sudjelovanja u klasteru jasno i vjerodostojno predložiti svim relevantnim OPG-ima i ustanovama? Can the benefit from participating in cluster be clearly and reliably demonstrated to all relevant family farmers and institutions?	8,00
3. Jesu li glavne reakcije troškova i koristi poznate i prihvaćene? Are the main cost and benefit reactions known and accepted?	6,00

B. POTENCIJAL ZA KOORDINACIJU I UPRAVLJANJE / COORDINATION AND MANAGEMENT		7,33
1. Postoje li javno-privatne (ustanove) nositelji s organizacijskim kapacitetima i <i>know-howom</i> za razvitak klastera? Do public-private (institutions) carriers with organizational and know-how capacities relevant for cluster development exist?		7,00
2. Može li se uključiti poticanje gospodarstva i je li ono spremno za specifične zadatke poticanja klastera? Can it be included in economy development and is it ready for specific cluster promotion tasks?		7,00
3. Jamče li struktura i učinak organizacije za razvitak klastera da će interesi i potrebe OPG-a biti na prvome mjestu? Does the structure and organizational efficiency guarantee for the cluster development and that the interests of the family farmers will be in the first place?		8,00
C. SPOSOBNOST I SPREMNOST NA KOOPERACIJU / CAPABILITY AND READINESS FOR COOPERATION		5,33
1. Doprinosu li potencijalni akteri unutar klastera svojim kooperacijskim iskustvom duž lanca stvaranja novih vrijednosti te na području razvitka ponude? Do the potential actors within the cluster contribute with their cooperation experience in the chain of making new values and supply development to the cluster development?		6,00
2. Postoje li unutar klastera funkcionalni, gospodarski uspješni kooperacijski projekti koji imaju ulogu primjera, koji se mogu proširiti te inicirati dalje kooperacije? Do functional and economically successful projects with an example role exist and can be spread and initiate further cooperation?		7,00
3. Postoje li već distribucijske mreže i mogu li se one proširiti? Do distribution networks exist and can they be expanded?		3,00
D. LJUDSKI POTENCIJALI / HUMAN RESOURCES		4,00
1. Raspoložu li akteri klastera dovoljnim brojem visokokvalificiranog osoblja? Do cluster actors have enough high-qualified personnel?		4,00
2. Raspoložu li projekt klastera s dovoljno ljudskih potencijala partnera / -ica? Does cluster project have enough human resources-partners?		5,00
3. Povezuje li projekt klastera istaknute domaće i međunarodne stručnjake s OPG-om i projektima klastera? Does cluster project connect prominent domestic and international family farmer experts and other cluster projects?		3,00
E. POLITIČKO UPORIŠTE / POLITICAL STRONGHOLD		5,00
1. Stoje li iza projekta klastera vodeći državni/lokalni političari te gospodarski i socijalni partneri? Is the cluster project supported by leading state/local politicians and by economy and social partners?		5,00
2. Uključuje li se politika, uprava, poduzeća i podupiruće ustanove sukladno njihovoj funkciji u projektu? Are politic, government, enterprises and other supporting institutions involved according to their project functions?		5,00
3. Ima li projekt dobra uporišta u regijama? Does the project have good strongholds in regions?		5,00

FUNKCIJSKA SNAGA KLASTERA / FUNCTIONAL STRENGTH		3,01
A. UNUTARNJE POVEZIVANJE / INNER CONNECTION		5,40
1. Postoji li veza između ključnih aktera klastera i sustava što ga podržava (istraživanje i razvitak, obrazovanje i stručno usavršavanje, kontrola, savjetovanje) intenzivna kooperacija i povezanost? Are among key cluster actors and supporting system (exploitation and development, education and specialization, control, consultation) an intensive cooperation and connection?		6,00
2. Postoji li među konkurentima dobra osnova povjerenja uz istovremeno funkcioniranje tržišnog natjecanja? Is among opponents good basic of trust with at the same time functioning of market competition?		5,00
3. Postoji li transfer znanja među različitim parcijalnim sustavima unutar klastera? Is there a know-how transfer among different partial cluster systems?		6,00
4. Privlače li već postojeće skupine ponuđača (lokalne mreže, strateški savezi, distribucijske mreže, itd.) nove partnere, odnosno postižu li učinak oponašanja? Do existing groups of bidders attract new partners (local networks, strategic alliances, distribution networks); do they achieve the imitate effect?		6,00
5. Održavaju li se redovito i stručne rasprave o daljnjem razvitku cjelokupnoga klastera? Do regular professional discussions about further cluster development take place?		4,00
B. VANJSKO POVEZIVANJE / OUTER CONNECTION		1,25
1. Jesu li ključni akteri dobro povezani (<i>know-how</i> , kapital) s poduzećima, OPG-om izvan klastera, kao i s usporedivim, odnosno sličnim, klasterima? Are key actors good connected (<i>know-how</i> , capital) – with enterprises, family farmers outside the cluster as well as with similar clusters?		2,00
2. Je li prisutna velika usmjerenost na strano tržište, odnosno je li strateški razvitak u klasteru usmjeren na stalno poboljšanje međunarodne konkurentnosti? Is there a big directionality towards international market present; is the strategic development in the cluster directed towards continual improvement of international competitiveness?		1,00
3. Postoji li dostupan sustav monitoringa i <i>benchmarkinga</i> međunarodne konkurencije? Does an accessible monitoring and benchmarking system of international competitiveness exist?		1,00
4. Postoje li međunarodni istraživački timovi? Do international research teams exist?		1,00
C. USMJERENOST NA KVALITETU / QUALITY DIRECTIVE		2,33
1. Postoji li dosljedna usmjerenost na konkurentnost kvalitete i zadovoljstvo klijenata, standarde kvalitete koji se stalno evaluiraju i prilagođavaju rastućoj potražnji i zahtjevima tržišta? Is there a coherent directive to quality competitiveness and client satisfaction, quality standards that are being constantly evaluated and adjusted to the growing demands and market requests?		5,00
2. Postoji li dostatno profesionalna kontrola kvalitete i ponude savjetovanja? Is there a sufficient professional quality control and consultation offer?		1,00
3. Postoji li integrirano upravljanje kvalitetom kroz okomito umrežavanje standarda i kontrola? Is there an integrated quality management through vertical standard and control networking?		1,00

D. USMJERENOST NA INOVACIJE / INNOVATION DIRECTIVE	3,75
1. Postoji li kompetencijska povezanost između istraživanja i razvoja agroturističkoga gospodarstva? Is there a competence connection among research and development agro-tourist economy?	2,00
2. Drže li se tržišno znanje i iskustvo aktera unutar klastera vidljivima, raspoloživima i dostupnima za stalnu obnovu (inovacije)? Are market knowledge and actor experience in the cluster being held as visible, disposable and available for constant renewal (innovations)?	2,00
3. Postoji li u klasteru upravljanje inovacijama koje se odvija među parcijalnim sustavima klastera te unutar njih? Is there in the cluster an innovation management that is being held among and in the partial clusters?	2,00
4. Postoje li zajednička IT rješenja i mreže, odnosno poticaji za poboljšanje internetskih performansi pojedinih aktera unutar klastera? Are joint IT-solutions and networks for internet performance improvement of certain cluster actors being made?	9,00
E. LOKACIJSKI MARKETING / LOCATION MARKETING	2,33
1. Promovira li se regija u tuzemstvu i inozemstvu (i) kao lokacija s odgovarajućim imidžom (zaštićena robna marka, zaštitni znak, koncept)? Is the region being promoted in the home country and in foreign countries as the location with relevant image?	2,00
2. Orijentiraju li se akteri klastera u ponudi svojih usluga prema zajedničkoj filozofiji lokacije te ulažu li u redovito poboljšanje kvalitete lokacije? Are cluster actors in their service offer oriented towards joint location philosophy and do they regularly invest in improvement of location quality?	4,00
3. Stoji li za to na raspolaganju profesionalni marketinški tim? Is for that a marketing team at disposal?	1,00

SLIKA 1. FUNKCIJSKA, PROVEDBENA I SNAGA KLASTERA
FIGURE 1. FUNCTIONAL, IMPLEMENTATIONAL AND POWER OF THE CLUSTER
